United Nations A/73/183

General Assembly

Distr.: General
18 July 2018

Original: English

Seventy-third session
Item 141 of the preliminary list*
Human resources management

Human resources management

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the following reports of the Secretary-General:

(a) Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July to 31 December 2017 (A/73/71);

(b) Activities of the Ethics Office (A/73/89).

2. During its consideration of the reports, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 28 June 2018.

II. Practice of the Secretary-General in disciplinary matters and possible criminal behaviour

3. The report on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, covering the six-month period from 1 July to 31 December 2017, was submitted in response to General Assembly resolution 59/287, in which the Assembly requested the Secretary-General to inform Member States on an annual basis about all actions taken in cases of established misconduct and/or criminal behaviour and the disciplinary action and, where appropriate, any legal action taken in accordance with the established procedures and regulations. The report provides an overview of the administrative process in disciplinary matters; a summary of cases in which the Secretary-General imposed one or more disciplinary measures during the reporting period; comparative data on the disposition of cases, appeals of disciplinary measures and cases received by the Office of Human Resources Management; and information on the practice of the Secretary-General in cases of possible criminal behaviour. As reflected in paragraph 2 of the report, going forward the report will cover a 12-month period, the calendar year.

* A/73/50.

18-11956 (E) 250718

Please recycle

4. The Advisory Committee has previously welcomed the provision of information contained in the case summaries as a means of providing enhanced understanding of the practice of the Secretary-General in disciplinary matters. In its consideration of the case summaries contained in section III of the latest report of the Secretary-General, the Committee sought further information relating to the three cases involving security officers. The Committee was informed, upon enquiry, that the cases in paragraphs 29, 38 and 39 of the report represent 6.0 per cent of the cases completed during the six-month period and that in the previous reporting period, the six cases noted as involving security personnel represented 4.5 per cent of the cases completed. The Committee was also informed that the Department of Safety and Security has 2,100 posts, that additional security personnel are present in peacekeeping missions and that security-related personnel form a substantial proportion (5.5 per cent) of the approximately 38,000 staff members of the Organization. The Committee was informed that unlike the functions of staff members in other offices, missions and departments, the security function is often considered an aggravating factor, and has therefore been highlighted in current and past reports. **The Committee concurs with the importance of the continued monitoring of this category of staff owing to the specific nature of the security function.**

5. The Secretary-General also states in his report that during the six-month period ending 31 December 2017, 52 cases were received by the Office of Human Resources Management (see A/73/71, table 4). The Advisory Committee was informed, upon enquiry, that while 52 cases represent less than the average number received during the previous five years (66 cases), the number remains broadly in line with previously reported information, and that the situation regarding matters of conduct referred for possible disciplinary action has not changed in any significant respect during the past five years.

6. In section IV of his report, the Secretary-General includes data on the totality of 50 cases completed during the reporting period (ibid., table 1). The Advisory Committee was informed, upon enquiry, that while 50 cases represent less than the average number closed for a six-month period during the previous five years (65 cases on average), the number remains broadly in line with previously reported information. The Secretary-General also indicates the disposition of the cases, including that in the period ended 31 December 2017, 8 of the 50 cases handled were not pursued as a disciplinary matter. The Committee was further informed, upon enquiry, that with regard to the disposition of the cases completed, the number of cases closed owing to the separation of the staff member (21 cases) is around half of the comparable number from the previous reporting period (40 cases), while the number of cases not pursued in the current reporting period (8 cases) is exactly half of the comparable number from the previous reporting period (16 cases) (see A/72/209). Although the number of cases in which disciplinary measures were imposed (17 cases) is less than the comparable number from the previous reporting period (27 cases) (ibid.), the Secretary-General does not consider this as indicative of a trend of fewer sanctions imposed. The Committee notes that, as informed by the Secretariat, the number of cases received and closed remains broadly in line with previously reported information.

7. The Secretary-General indicates in his report that the new administrative instruction on unsatisfactory conduct, investigations and the disciplinary process (ST/AI/2017/1) was promulgated on 26 October 2017 (see A/73/71, para. 11). In accordance with the transitional arrangements, investigations and disciplinary processes initiated before 26 October 2017 shall continue to be governed by the provisions of administrative instruction ST/AI/371, as amended by ST/AI/371/Amend.1, while the new administrative instruction will govern all subsequent allegations of unsatisfactory conduct.

8. In terms of disciplinary measures, the various measures that may be applied by the Secretary-General are indicated in his report (see A/73/71, para. 19). Upon enquiry, the Advisory Committee was informed that hacking a United Nations website would be considered as misuse of information and communications technology (ICT) resources and would be a breach of Secretary-General's bulletin ST/SGB/2004/15, among the other obligations placed on a staff member, and that misuse of ICT resources has led to a wide range of sanctions since 2007. The Committee was also provided with a flow chart indicating the phases in the investigation and disciplinary process (see annex).

III. Activities of the Ethics Office

9. The Advisory Committee considered an advance version of the twelfth report of the Secretary-General on the activities of the Ethics Office submitted pursuant to General Assembly resolution 60/254, which provides an overview and assessment of the work programme of the Office during the period from 1 August 2016 to 31 December 2017. The report covers the 17-month transitional period in order to adjust the reporting cycle to that of the calendar year. It is indicated in the report that the figures therein reflect, where relevant, data relating to the calendar year 2017 for the purposes of comparison with the 12-month cycle of preceding reporting periods. The Secretary-General also indicates that the change in the current reporting cycle harmonizes it with that of other reports on human resources management and the reports of other members of the Ethics Panel of the United Nations (see A/73/89, para. 2).

10. During the calendar year 2017, the Ethics Office received 1,490 requests for its services, representing an increase of 366 requests, or 32.6 per cent, compared with the previous 12-month reporting period from August 2015 to July 2016. The report indicates that the performance measures of the Office for the biennium 2016–2017 were largely achieved and that the Office conducted 173 outreach and briefing sessions, resolved 804 enquiries, attained a compliance rate of 99.9 per cent for financial disclosure submissions, and conducted a preliminary review of protection against retaliation matters in 26 days as well as a self-evaluation of the effectiveness of the services that the Office provides to peacekeeping operations (ibid., para. 6). The progression in the annual quantity of requests for the Office's services since 2012 is shown in figure I of the report of the Secretary-General. A breakdown of requests for services by location and entity is provided in figure II of the report, and, as depicted in figure III of the report, ethics advice continues to account for the majority of requests for services received by the Office, representing 54 per cent of the total requests for services. Figure IV of the report shows that, similar to the previous period, the highest number of requests for advice received relates to outside activities.

11. In terms of the activities and outputs of the Ethics Office, the Advisory Committee was informed, upon enquiry, that the applicable baseline information is reflected in the proposed programme budget for each biennium, as well as in the budget for the support account for peacekeeping operations. The Committee was also informed of the increasing trend in the number and type of activities and outputs of the Office and that, in 2017, an assessment of the value and impact of the services provided by the Office, with special reference to peacekeeping missions, was conducted by an external consultant engaged by the Office. **The Committee notes the need for greater clarity relating to the information provided regarding baseline performance indicators and performance information in relation to predetermined ethics standards.**

12. In figure V of the report of the Secretary-General, it is indicated that 96 cases of pre-appointment vetting were carried out by the Ethics Office following the introduction of the vetting process in July 2016. The Advisory Committee was informed, upon enquiry, that the pre-appointment vetting of senior officials at the Under-Secretary-General and Assistant Secretary-General levels was first introduced at the initiative of the Office. As a result of the changes to the leadership of the Organization starting from January 2017, with the appointment of the current Secretary-General and the subsequent appointments at the Under-Secretary-General and Assistant Secretary-General levels, a high demand for pre-appointment reviews was seen in 2017. The Committee was informed that this proactive vetting process has allowed the Secretary-General to ensure that his senior officials enter the service of the United Nations in full compliance with their status as international civil servants, responsible only to the Organization. **The Committee welcomes the steps taken by the Secretary-General and the Ethics Office to implement a regular vetting process and ensure that conflicts of interest are managed and mitigated at the senior management levels in the interests of the Organization. The Committee trusts that the vetting of senior officials by the Organization prior to their appointment will continue to take place.**

13. In his report, the Secretary-General indicates that the Ethics Office continued to provide independent advice to the Procurement Division on corporate compliance programmes for the reinstatement of vendors. Between August and December 2016, the Office responded to 12 requests related to procurement ethics, and in 2017 it responded to queries about 23 vendors (ibid., para. 21). Upon enquiry, the Advisory Committee was informed that the majority of requests for advice arise in connection with the process through which a company seeks reinstatement to the United Nations Global Marketplace following suspension or debarment for reasons involving corrupt or unethical business activities as defined in the United Nations Procurement Manual. The Committee was informed of the process through which a vendor may seek reinstatement, and that the company is required to implement an integrity, anti-corruption and compliance programme that meets the expectations of the Organization. The Committee was further informed that the Ethics Office assists the Procurement Division with two stages of the process, namely, providing independent advice on: (a) the suitability of the external ethics and compliance expert or experts proposed by the company; and (b) whether the company's integrity initiatives, as verified by the expert, provide sufficient assurance that the company has met the Organization's requirements for reinstatement as a vendor. The final determination on vendor status and registration is made by the Organization.

14. Information on the implementation of the financial disclosure programme administered by the Ethics Office is contained in section III.B of the report of the Secretary-General. The Secretary-General indicates that the number of staff covered by the programme continues to expand; 5,811 filers participated during the 2017 annual filing cycle compared with 5,504 filers during the 2016 cycle. As at the closing of the 2017 filing cycle, the programme had achieved a compliance rate of 99.9 per cent (ibid., para. 26). According to the report, the programme's external reviewers identified 152 filers (2.8 per cent of the filer population) in 2016 and 127 filers (2.2 per cent of the filer population) in 2017 as requiring review for the management of potential conflicts of interest. The data are broadly comparable to previous filing cycles (ibid., paras. 30 and 31). It is also indicated that the new platform for supporting the financial disclosure programme was launched on 1 March 2018 (ibid., para. 35).

15. With regard to the protection of staff against retaliation from reporting misconduct and for cooperating with duly authorized audits or investigations, it is indicated in the report of the Secretary-General that from 1 August 2016 to 19 January

2017, the applicable bulletin was ST/SGB/2005/21; from 20 January to 27 November 2017, it was ST/SGB/2017/2; and from 28 November 2017 onwards it has been ST/SGB/2017/2/Rev.1 (ibid., para. 41). It is indicated that the major changes in ST/SGB/2017/2/Rev.1 included: (a) protection against retaliation being extended to individual contractors and consultants; (b) one of the possible remedial actions being to move the retaliator (with due consideration to due process rights); and (c) the protection against retaliation policy being reviewed annually. In terms of the period from 1 August 2016 to 31 December 2017, the Ethics Office received 112 inquiries relating to the Organization's policy, of which 54 were requests for advice about the policy rather than claims for protection, 10 were outside the Office's jurisdiction and 3 were abandoned by the staff member during preliminary review. The Office completed 36 preliminary reviews in the period, and dealt with seven requests for preventive action in 2017 (ibid., para. 45). Upon enquiry, the Advisory Committee was provided with information relating to the participation by the Office in the 2017 global staff engagement survey conducted by the Office of Human Resources Management relating to the ethical climate in the Organization. The Committee notes that only 45 per cent of staff responded favourably to the question "I am confident that United Nations staff members will be protected from retaliation for reporting misconduct or cooperating with an authorized audit or investigation".

16. With regard to gifts received by Secretariat officials, the Secretary-General indicates that in September 2016, a global gift registry was launched on a pilot basis in follow-up to the administrative instruction on reporting, retaining and disposing of honours, decorations, favours, gifts or remuneration from governmental and non-governmental sources (ST/AI/2010/1). The pilot registry centralizes and automates the gift disclosure and approval process. Its introduction generated a 43 per cent surge in related enquiries compared with the previous reporting cycle (see A/73/89, para. 19). Upon enquiry, the Advisory Committee was informed that the management of gifts in the global Secretariat is currently decentralized to departments, offices or missions, as prescribed in paragraph 4.1 of ST/AI/2010/1. Within the framework of the provisions indicated in the administrative instruction, the global gift registry is being piloted in New York, and all New York-based Secretariat staff may log in to the registry to disclose any honour, decoration, favour, gift or remuneration. Effectiveness of the online registry is being monitored by the Department of Management, and the full-scale roll-out of the registry across the global Secretariat is subject to the success of the pilot programme and the availability of the necessary funding. The Committee was further informed that while the Ethics Office provides advice on gifts, honours, decorations, favours or remuneration offered to United Nations staff members, the Department of Management manages the gift registry. **The Committee is of the view that, given the current two-year life span of the pilot global gift registry, an analysis of the benefits, lessons learned and developmental requirements of the pilot registry is needed to evaluate further development and roll-out across the global Secretariat. The Committee also reiterates the importance of collecting information, monitoring trends and providing periodic reports thereon to the General Assembly.**

17. In paragraph 94 of his report, the Secretary-General proposes a number of measures for strengthening the independence of the Ethics Office. The proposals include: (a) direct annual reporting by the Ethics Office on its activities to the General Assembly; (b) adding a reporting line to the Independent Audit Advisory Committee for guidance with respect to the Office's workplans and the performance evaluation of the Head of the Ethics Office, and for guidance in situations in which the Secretary-General may not be in a position to receive advice from the Office on matters owing to a conflict of interest; (c) raising the rank of the Head of the Ethics Office from the Director (D-2) level to the level of Assistant Secretary-General; (d) introducing term limits for the Head of the Office to one five-year term, with the possibility of renewal

for one additional term, in line with the term limit established by the Assembly for the United Nations Ombudsman; (e) ensuring security of tenure for the Head of the Office for greater operational independence by allowing termination of appointment only for cases of serious misconduct or unsatisfactory performance; and (f) restricting re-employment for the Head of the Office, with no possibility of other employment within the Secretariat, in line with the restrictions applicable to the United Nations Ombudsman.

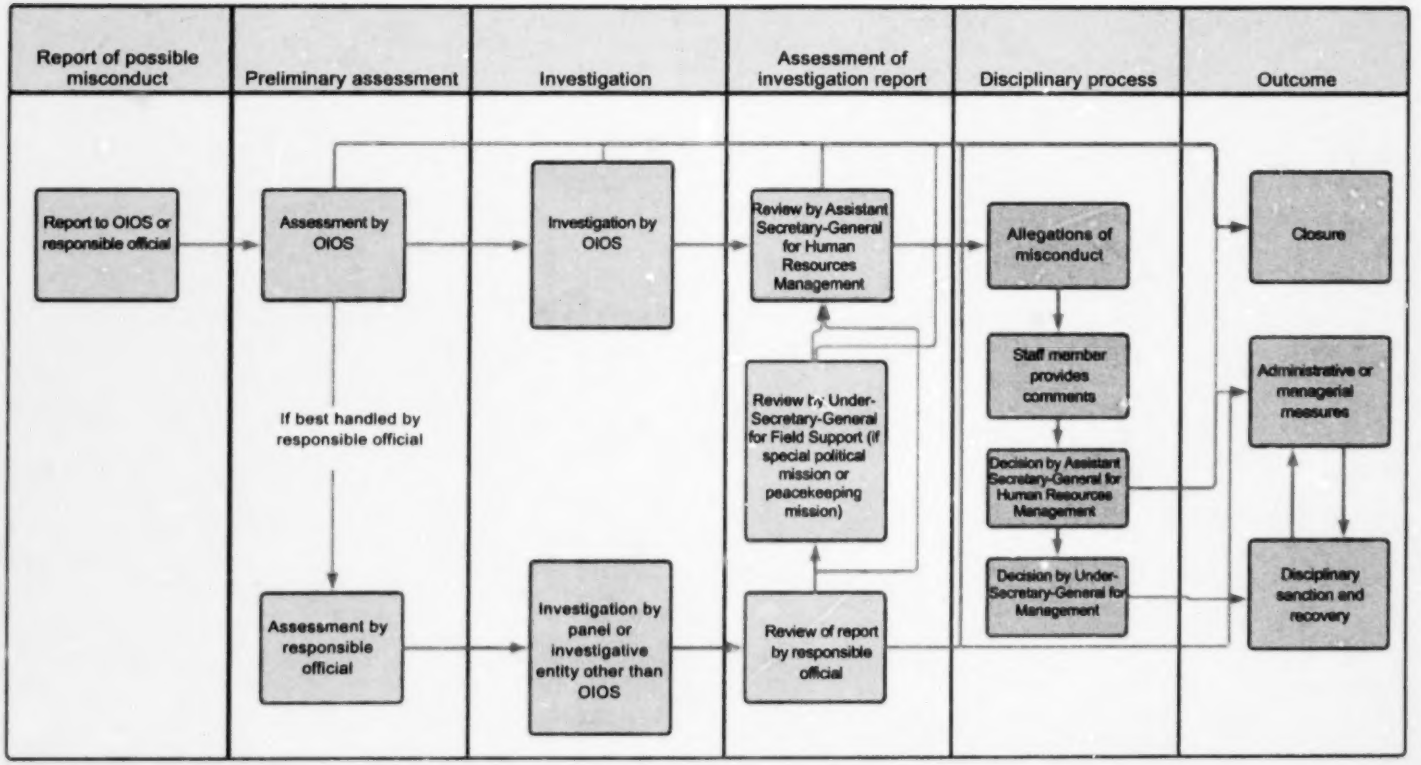
18. The Advisory Committee recalls that, in his previous report on the activities of the Ethics Office, the Secretary-General indicated that there was a need for the Ethics Office to strengthen its independence (see A/71/334, para. 79). The Committee also recalls its recommendation regarding the need for concrete proposals concerning the independence of the Ethics Office (see A/71/557, para. 147), and that in its resolution 71/263, the General Assembly recalled the report of the Committee and requested the Secretary-General to develop in his next report a proposal concerning the independence of the Ethics Office for the consideration of the Assembly at its seventy-second session.

19. With regard to the Secretary-General's proposals in paragraph 94 of his report, the Advisory Committee requested clarification regarding a number of matters. These included the linkages between the proposals and the preceding paragraphs of the report; the identifying characteristics of the Ethics Office in the future; the nature of the direct annual reporting of the Ethics Office to the General Assembly; the nature of the additional reporting line to the Independent Audit Advisory Committee; the rationale for raising the rank of the Head of the Ethics Office from Director (D-2) level to the level of Assistant Secretary-General; and the introduction of term limits for the Head of the Office. **The Committee is of the view that the proposals are not substantiated in the report and that any revisions to the stature, reporting line and governance structure of the Ethics Office would have significant consequences for the Secretariat and for the Organization as a whole. The Committee is of the view that the experience of the Office of Internal Oversight Services in reporting directly to the General Assembly is very relevant in this regard, as is the reporting line to the Independent Audit Advisory Committee, given that both of these elements are at the core of the Secretary-General's proposals. The Committee is also of the view that greater clarity and consistency are necessary in terms of the linkages between the Secretary-General's management reform proposals and the proposals regarding the future of the Ethics Office. The Committee further considers that should the Secretary-General wish to make a fully justified proposal concerning the independence of the Ethics Office, a detailed report would need to include such matters as the workload, structure and functions of the Office. The implications for other offices in the Secretariat, including oversight bodies and other oversight entities, as well as wider implications for United Nations funds and programmes, would also need detailed consideration. The Committee is therefore of the view that a comprehensive analysis of all related and interconnected aspects of the proposal, as well as other applicable experiences, is required.**

20. **The Advisory Committee recommends that, subject to its comments and recommendations above, the General Assembly take note of the report of the Secretary-General on the activities of the Ethics Office.**

Annex

Investigation and disciplinary process


Report of possible misconduct
Preliminary assessment
Investigation
Assessment of investigation report
Disciplinary process
Outcome
Report to OIOS or responsible official
Assessment by OIOS
If best handled by responsible official
Assessment by responsible official
Investigation by OIOS
Investigation by panel or investigative entity other than OIOS
Review by Assistant Secretary-General for Human Resources Management
Review by Under-Secretary-General for Field Support (if special political mission or peacekeeping mission)
Review of report by responsible official
Allegations of misconduct
Staff member provides comments
Decision by Assistant Secretary-General for Human Resources Management
Decision by Under-Secretary-General for Management
Closure
Administrative or managerial measures
Disciplinary sanction and recovery

Abbreviation: OIOS, Office of Internal Oversight Services.

A/73/184

Readex
Fiche

United Nations A/73/184

General Assembly

Distr.: General
18 July 2018

Original: English

Seventy-third session
Item 15 of the preliminary list*
Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Third Industrial Development Decade for Africa (2016–2025)

Note by the Secretary-General

The Secretary-General hereby transmits the report of the Director General of the United Nations Industrial Development Organization in accordance with General Assembly resolution 70/293.

* A/73/50.

18-11955 (E) 070818

Please recycle

Summary

The present report is submitted pursuant to General Assembly resolution 70/293, in which the Director-General of the United Nations Industrial Development Organization was requested to submit a report on progress made in the implementation of the Third Industrial Development Decade for Africa (2016–2025). The report covers the period between June 2017 and June 2018 and includes activities on policy, infrastructure, knowledge and skills, entrepreneurship, finance, technologies and market institutions.

I. Introduction

1. The present report provides information, analysis and statistical data on progress in the implementation of the Third Industrial Decade for Africa (2016–2025). Described herein are some of the interventions, ongoing or completed, within the priority areas of the Decade, as well as projects formulated during the reporting period for implementation during the Decade. The report bears testimony to the efforts of the international community to enhance its partnership with African countries and mobilize financial and non-financial resources at the regional, multilateral and bilateral levels.

A. Resolution on the Decade

2. In its resolution 70/293, the General Assembly reaffirmed the importance of industrialization in supporting Africa's own efforts towards sustained, inclusive and sustainable economic growth and accelerated development and proclaimed the period 2016–2025 as the Third Industrial Development Decade for Africa. The General Assembly called upon the African Union Commission, the New Partnership for Africa's Development (NEPAD), the Economic Commission for Africa (ECA) and, specifically, the United Nations Industrial Development Organization (UNIDO) to develop, operationalize and lead the implementation of the programme for the Decade. It also invited UNIDO to foster partnerships and coordinate with other relevant United Nations entities and to build joint initiatives in favour of industrialization.

B. Status of industrial development in Africa

3. During the reporting period, African economies achieved modest gains and appear to be gaining momentum. Real output growth increased to 3.1 per cent in 2017 and is poised to reach 4.1 per cent in 2018 and 2019. Overall, the recovery in growth has been faster than envisaged, especially among non-resource-intensive economies, underscoring the continent's resilience.

4. The share of gross domestic product (GDP) from manufacturing remained at 10 per cent in 2017, compared with South Asia, which stood at 15 per cent, while manufacturing value added per capita stood at $196 compared with a global average of $1,708. According to UNIDO estimates, African manufacturing experienced a gain of 6.4 per cent in the third quarter of 2017 compared with the previous year. Manufacturing production remains concentrated in low-technology products, such as food, textiles, clothing and footwear. The employment share in manufacturing was estimated at 7.7 per cent in 2017, as compared with agriculture, which employs an average of 53 per cent of the working population, and the services sector, which employs around 33 per cent.

5. The most recent data show that foreign direct investment to Africa stood at $42 billion in 2017, a decline of 21.5 per cent from the levels in 2016. The slump was largely attributable to weak oil prices and the lingering effects of the commodity bust, as flows contracted in commodity-exporting economies such as Angola, the Congo, Egypt, Mozambique and Nigeria. Foreign investment in South Africa dropped by 41 per cent in 2017 compared with the previous year. Foreign direct investment inflows to diversified exporters, led by Ethiopia and Morocco, were more resilient. The main source of foreign direct investment was from the United States of America, followed by the United Kingdom of Great Britain and Northern Ireland, France, China and South Africa. Multinational enterprises from developed economies remained the

largest investors in Africa, although investors from developing economies are increasingly active.

C. New developments in industry in Africa and the global economy

1. African Continental Free Trade Area

6. In March 2018, the African Continental Free Trade Area was launched in Kigali. The establishing agreement was signed by 44 African countries, with the adoption representing a major milestone by African leaders towards deepening regional trade integration. If successfully implemented, the free trade area will constitute the world's largest in terms of membership and will create a single market of 1.2 billion people with a combined GDP of more than $2.5 trillion. It will provide wider and more affordable access to inputs and intermediate goods, as larger markets allow economies of scale and offer new business opportunities.

7. Other expected benefits of the free trade area, all of which are in alignment with the Decade's areas of focus, include catalysing the systematic structural transformation of countries from resource- and low technology-based economies to more diversified knowledge-based economies; encouraging both intra-African and external direct capital flows to African countries; and stimulating cooperation in other areas, such as innovation, technology transfer and continent-wide infrastructure development. The free trade area is ultimately expected to contribute to the continent's industrial transformation and prosperity, as envisaged in the African Union's Agenda 2063, the 2030 Agenda for Sustainable Development and the Decade.

2. Fourth industrial revolution

8. The new industrial revolution — also referred to as "Industry 4.0" — is expected to have a major effect on industries, economies and lifestyle patterns. It promises improved methods of production and business models through new technologies, including automation, which could accelerate the deployment of renewable energy in manufacturing, reduce carbon emissions, optimize energy use and enhance productivity and cost savings.

9. The presence of the new industrial revolution in Africa is currently relatively low compared with the rest of the world and has yet to be explored by many manufacturers. In the publication, *The Future of Work: Regional Perspectives*, published in April 2018 by the African Development Bank (AfDB) in cooperation with other regional development banks, it is cautioned that, although the technologies will play a key role in the continent's economic transformation, Africa is not well prepared to take advantage of the opportunities offered or to confront the challenge of disruptive technologies that have the potential to displace human labour and widen income inequality. Policies for capitalizing on the revolution in Africa are therefore essential. Africa, unlike the developed world, stands in a unique position, as it is unburdened by infrastructure legacy issues and can take advantage of its leapfrog potential to adopt or develop an infrastructure that can allow the continent to compete in digitalized markets.

II. Progress in the implementation of key priorities of the Decade

A. Agribusiness and rural development

10. During the reporting period, UNIDO, in cooperation with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for

Agricultural Development and AfDB, continued to work with stakeholders to promote agribusiness development within the framework of the African (Accelerated) Agribusiness and Agro-industries Development Initiative. Under its Programme for Country Partnership for Ethiopia, UNIDO provided support to establish three agropoles for high-potential value chains: fruits and vegetables, aquaculture and fisheries and livestock. Agropoles serve as geographical clusters of infrastructure and support services for small and medium-sized enterprises operating in the agro-industrial sector. UNIDO also assisted in the development of the coffee value chain, with a focus on value addition and product quality. Some 9,500 farmers in 15 cooperatives in the key coffee-growing areas have benefited from the project. A new project, launched by UNIDO in October 2017 and funded by Finland, is promoting sustainable bush-processing value chains in Namibia.

11. FAO coordinated efforts with UNIDO to initiate the Accelerated Agriculture and Agro-industry Development Initiative Plus, which is aimed at harnessing the power of partnerships to support food value chains and market systems development. The programme is currently being piloted in three countries, including the United Republic of Tanzania, as a collaborative effort between ECA, FAO, UNIDO, the International Fund for Agricultural Development, the African Union, NEPAD and AfDB. The work is expected to facilitate the replication of the approach across Africa. Under the Programme for Country Partnership for Ethiopia, FAO is working with UNIDO to support an integrated agro-industrial parks programme, which is aimed at linking smallholder farmers to rural transformation centres and large-scale agro processors operating within the parks.

12. The United Nations Development Programme (UNDP) launched a programme for the period 2018–2022 to develop the meat industry in Mali to improve investment conditions and the export potential of the livestock processing industry. The programme supports the organization of livestock producers, health and livestock production, the production and marketing of meat, training and technology transfer.

13. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) launched AgriFed, a five-year climate-smart programme to combat the negative impact of climate change on women's livelihoods. The programme empowers rural women economically through climate-smart agriculture that addresses the structural barriers faced by women farmers. UN-Women conducted a study to map and update data on stakeholders in the land sector in the Democratic Republic of the Congo. More than 1,200 farm organizations for women were identified and mapped in the provinces in which the AgriFed corridors will be implemented, as well as three finance institutions that develop products and services tailored to facilitate women's access to finance.

14. An International Trade Centre (ITC) project, funded by the Ministry of Foreign Affairs of the Netherlands, is helping to improve the competitiveness of farmers and producers along the cocoa value chain in Guinea, Liberia and Sierra Leone. A project funded under the World Trade Organization Enhanced Integrated Framework for least developed countries enabled the Comoros to increase the competitiveness of its exports of processed vanilla, ylang-ylang and cloves through the installation of distillation plants and drying units.

15. Under a project funded by the Swiss State Secretariat for Economic Affairs and implemented in Tunisia, UNIDO strengthened three origin-linked agrifood products value chains — harissa, figs from Djerba and prickly pear — resulting in price increases at the farm level of 25, 80 and 140 per cent, respectively. The introduction of a food quality label for harissa has doubled sales and ensured food safety through a traceability system. The project also helped to establish the first women's cooperative in Tunisia to sell traditional harissa in local and export markets.

16. Under a project to enhance market access in the Central African Republic, the Congo and South Sudan, the United Nations Office for Project Services (UNOPS) has been helping countries, in particular post-conflict States, to provide better access to markets and basic services by improving feeder roads. The project helps to develop local skills for the building industry. In Ghana and Uganda, UNOPS is constructing vocational training centres for skills development projects for the trade and productive sectors.

17. The Common Fund for Commodities has been supporting Côte d'Ivoire in the construction in of a dry bulk fertilizer blending and packaging station in Yamoussoukro that will enhance the production and productivity of smallholders, increase horizontal and vertical diversification and value addition and provide better access to markets. A new project in Cameroon, also funded by the Common Fund, offers training to smallholders on the cost-efficient production of coffee and cocoa to increase the profitability of cooperatives.

18. Under a project to facilitate access to international markets by artisanal fishers in Côte d'Ivoire, Guinea, Mauritania and Senegal, UNIDO provided training to local counterpart institutions in sanitary and phytosanitary measures and introduced 680 actors along the value chain to best practices in fish processing. Some 63 per cent of trainees were women employed in women-run cooperatives. In the Sudan, UNIDO strengthened the institutional capacities of the Marine Fisheries Administration, the Red Sea University and the Red Sea Research Center. Funded by the Embassy of Norway in Khartoum, the project helped to put in place a system to collect independent data on fisheries. FAO is carrying out a scientific survey of marine resources in Equatorial Guinea, which is expected to promote the development of fishing activities, supply local markets with high-quality products and contribute to food security.

19. The ITC Ethical Fashion Initiative has been contributing to the economic development of the artisanal textile sector in Burkina Faso and Mali and helping to reduce migration within the two countries through training and job creation. By setting up a transnational consortium of microenterprises in the artisanal cotton-weaving value chain, the project will also address the marginalization and poverty that has long characterized the sector.

B. Trade capacity-building

20. Under the European Union-funded quality infrastructure programme, UNIDO activities in Central Africa were focused on reinforcing the competitiveness and diversification of productive sectors by providing support to regional and national quality infrastructure institutions. Activities were focused on the implementation of selected key activities based on a regional quality policy that was adopted by ministers from the countries of the Central African Economic and Monetary Community in February 2017. In West Africa, as part of the West Africa Quality System Programme funded by the European Union, selected national experts in Senegal received training on quality infrastructure management, with particular emphasis on the issues of the ISO 9001 standard. In May 2018, training was provided in Cabo Verde at the Institute for Quality Management and Intellectual Property to quality officials from the region on process, services and product certification.

21. ITC continued to work closely with the African Union to set up an African business council and an African trade observatory as complementary structures to the African Continental Free Trade Area. The council will represent the private sector while the observatory will provide information on trade regulations, statistics and other issues.

22. The United Nations Conference on Trade and Development (UNCTAD) rapid eTrade readiness assessments assist African least developed countries in comprehensively examining their current e-commerce and digital trade situation and identifying opportunities, barriers and policy measures for upgrading the e-commerce ecosystem. Following the launch of the assessments, 7 were undertaken in least developed countries in 2017, with a further 12 African countries scheduled to carry out assessments in 2018 and 2019.

23. The World Trade Organization-led Aid for Trade initiative helps developing countries, in particular least developed countries, to build the supply-side capacity and trade-related infrastructure required to benefit from World Trade Organization agreements and expanded trade. The industrial transformation of Africa — in particular the role of digital connectivity and the need for innovative financing — was the topic of discussion during one session of the Aid for Trade Global Review, held in July 2017 in Geneva. The session was organized by UNIDO in collaboration with the Governments of Japan and Rwanda, the International Telecommunication Union (ITU) and the World Bank Group, and participants stressed the importance of digital connectivity in Africa in the light of the new industrial revolution.

24. UNIDO completed a project in Malawi to upgrade the national quality infrastructure. The project was executed in partnership with UNDP and the Malawi Bureau of Standards, with financial support from the European Union and Norwegian Agency for Development Cooperation. Capacity-building activities in Nigeria included training laboratory staff on general requirements for the competence, impartiality and consistent operation of laboratories. UNIDO was instrumental in setting up 10 training centres in Nigeria and has been collaborating with the education authorities on a university curriculum on quality management. UNCTAD, as the focal point for consumer protection matters within the United Nations system, trained 80 national officials from States members of the Economic Community of West African States (ECOWAS) on the recently revised United Nations guidelines for consumer protection.

C. Entrepreneurship and skills development

25. The International Labour Organization (ILO) began to implement a European Union-funded project in Mauritania to improve economic opportunities for young people in coastal areas, including migrants, by creating sustainable and decent jobs in the small-scale fisheries sector. The project is expected to reach at least 9,000 direct beneficiaries during its four-year duration. ILO also partnered with the Swedish International Development Cooperation Agency and a leading Swedish clothing retailer for a three-year project in Ethiopia on the sustainable development of the textile and garment industry.

26. In Senegal, UN-Women provided training on business models, business plan development, procurement, marketing and financial management to rural women's and girls' organizations involved in three high-growth value chains: cereals, milk and leather. The United Nations Human Settlements Programme (UN-Habitat) has been collaborating with UNIDO on a project in Somalia to provide beneficiaries with the skills needed for employment in the construction industry. The project supports both the revitalization of critical economic infrastructure and the development of the human capital necessary to support stability and economic development.

27. Under its Entrepreneurship Curriculum Programme, UNIDO has helped African countries to mainstream entrepreneurial studies in secondary schools. In Nigeria, with financial support from the Government of Japan, UNIDO introduced the curriculum in 27 pilot secondary schools across the country. Its application nationwide will

enable 4.5 million secondary school pupils to benefit from the programme in any given school year.

D. Industrial policy and statistics

28. Under a project funded by the Republic of Korea, UNIDO provided training to enhance the analytical capacity of the staff of the East African Community secretariat to assess industrial performance. This led to the preparation by the Community secretariat of its first EAC industrial competitiveness report in October 2017. The training offered to staff of ministries of industry of Community member countries culminated in the publication of national competitiveness reports by Burundi and the United Republic of Tanzania, with a third in preparation in Kenya. UNIDO has received requests for similar support from other regional organizations in Africa. As part of a capacity development programme for policymakers in the Southern African Development Community (SADC) region, UNIDO helped to organize a one-week training course in Johannesburg, South Africa, in September 2017, on industry policy and development economics for policymakers.

29. ECA is supporting African countries to shape industrial policies and build capacity to scale up industrialization. In Ethiopia, it is developing inclusive policies and strategies for small and medium-sized enterprises, promoting infrastructure development and enhancing coordination through a technical activity project to set the path to a robust industrial sector in the country. In Senegal, it assisted in the development of an industrial policy and is currently expanding its support for the development of an action plan.

30. The Division for Sustainable Development Goals of the Department of Economic and Social Affairs supported the implementation of national sustainable development strategies in Egypt, Ethiopia, Morocco, the Sudan, Togo and Uganda, including capacity-building in analysing, formulating and executing sustainability policies that are integrated and coherent across sectors, levels and institutions.

31. The World Tourism Organization, in collaboration with UNDP, assisted the Congo, Guinea-Bissau and Lesotho in the formulation of tourism strategies and master plans to diversify the countries' economies and ensure sustainable tourism. Tourism is a key contributor to both GDP of African countries and employment. In February 2018, the World Tourism Organization completed a project in Botswana to improve data collection and analysis of tourism statistics.

E. Industrial upgrading

32. Funded by the European Union, the UNIDO industrial restructuring and upgrading programme in Central Africa is preparing enterprises to compete in regional and international markets. Covering seven countries — Cameroon, the Central African Republic, Chad, the Congo, the Democratic Republic of the Congo, Gabon and Sao Tome and Principe — the programme has trained more than 300 national consultants on the UNIDO methodology to perform enterprise diagnosis, established one regional and six national steering committees and set up six upgrading offices. Assistance to 50 enterprises has led to an upgrading of technology and management systems and improved production. A similar European Union-funded project in Côte d'Ivoire has created seven export consortiums in the cashew, cereals and cassava, and textiles and garment sectors.

33. NEPAD is collaborating with the Government of Japan, through the Japan International Cooperation Agency, to mainstream the principle of kaizen in Africa.

Kaizen is a management philosophy that seeks to achieve the continuous improvement of quality and productivity; it has contributed to the development of Japan and has demonstrated its adaptability to any country, culture or sector. Seven kaizen projects have been carried out in Cameroon, Egypt, Ethiopia, Ghana, Kenya, Tunisia, the United Republic of Tanzania and Zambia, while 25 other African countries have benefited from training in kaizen-related programmes.

F. Special economic zones and industrial parks

34. Under its Programme for Country Partnership in Ethiopia, UNIDO helped to establish the Modjo leather city, a modern and environmentally conscious concentration of tanneries in the town of Modjo that will advance economic competitiveness by strengthening the leather value chain and provide employment for men, women and young people living in the area. The new park will feature a common wastewater treatment plant and centralized services for chrome recovery and by-product processing. Financed by the Government of Ethiopia, the European Union and the European Investment Bank, the complex is located close to the country's new airport and in relative proximity to the seaport of Djibouti.

35. In collaboration with AfDB, UNIDO is preparing to establish six staple crop-processing zones in Nigeria that will address supply-side constraints and improve the country's competitiveness in agro value chains. Master plans prepared by UNIDO to demonstrate the project's feasibility attracted investment from financial institutions and the private sector. In Senegal, and within the Programme for Country Partnership framework, UNIDO initiated the establishment of three agropoles for high potential value chains: fruit and vegetables, aquaculture and fisheries and livestock. A business model has been developed for the management of the first integrated industrial park in Senegal, as has an incentive package to attract public and private investment for infrastructure development.

36. A feasibility study on integrated agro-industrial parks carried out by UNDP, FAO, UNIDO and Italian Development Cooperation led to the launch of parks in four regions of Ethiopia. UN-Habitat is providing support on regional planning, urban resilience, local capacity-building and coordination of the urban agenda through a project funded by Sweden. Under a project funded by the Department for International Development of the United Kingdom, UN-Habitat is supporting the sustainable development of the Hawassa city cluster and will replicate the project in other cities.

37. In 2018, a publication, *An International Framework for Eco-Industrial Parks*, was issued by UNIDO, the World Bank and the German Agency for International Cooperation as a guide for policymakers and practitioners on the critical elements involved in establishing economically, socially and environmentally sustainable eco-industrial parks.

G. Pharmaceutical industries

38. UNIDO has continued to promote the local production of generic medicines as part of the inter-agency Pharmaceutical Manufacturing Plan for Africa. Within the Plan's framework, UNIDO and the West African Health Organization collaborated on the development of a regional good manufacturing practices road map and on a framework for upgrading quality standards of pharmaceutical manufacturing in the ECOWAS region. In the East African Community region, UNIDO worked with UNCTAD and the World Health Organization (WHO) to foster regional policy

coherence in the area of intellectual property rights to support the development of pharmaceutical production capacity.

39. In August 2017, UNIDO, WHO and the African Vaccine Manufacturing Initiative co-published an analytical assessment of vaccine manufacturing capacity and procurement mechanisms in Africa. A paper on a methodology for identifying potential market opportunities for the commercialization of vaccines, using South Africa as a case study, will be published in August 2018. Both publications were funded by the Federal Ministry for Economic Cooperation and Development of Germany. In May 2018, UNIDO issued a sector development strategy for pharmaceutical manufacturing in Zimbabwe, covering the period 2017–2022.

40. WHO is developing a risk assessment tool to stimulate the local production of high-quality essential medicines. In collaboration with UNIDO and UNCTAD, it is creating a mechanism to assess the feasibility of and readiness for sustainable local production of quality-assured medical products.

41. NEPAD collaborated with WHO, UNIDO, the World Bank, the Bill and Melinda Gates Foundation and other partners on a treaty and business plan for the African Medicines Agency to support the growth of the pharmaceutical manufacturing industry in Africa. The treaty establishing the Agency was endorsed by African ministers of health in September 2017 for adoption by the African Union in January 2019. The East African Community and SADC conducted joint assessments to review applications for the registration of medicinal products, leading to a reduction in drug approval timelines in the East African Community region of between 40 and 60 per cent. NEPAD and its partners are replicating the model in other regions.

H. Renewable energy and energy efficiency

42. UNIDO has helped several countries to scale up renewable energy technologies. In Liberia, a UNIDO project is in place to remove barriers to the promotion of micro and small hydropower and reduce greenhouse gas emissions from fossil-based power. Progress to date includes developing institutional capacity at the national and local levels to build a 10-megawatt pilot micro and small hydropower-based mini grid. In the United Republic of Tanzania, a UNIDO small hydropower project helped to increase the country's renewable energy sector through the installation of eight small or mini-hydropower plants with a cumulative generating capacity of around 5,000 kilowatts. The project has also established a technical hub at the University of Dar es Salaam that offers consultancy and training and manufactures its own micro and mini hydropower turbines.

43. In Egypt, Kenya, Senegal and South Africa, a UNIDO project to demonstrate low-carbon and climate-resilient industrial development has brokered business partnerships between participating companies and Japanese providers of adaptation and mitigation technologies. By installing an energy-efficient air blower, a tea factory in Kenya has reduced total energy consumption by between 30 and 40 per cent per withering trough. A juice production company in South Africa will halve its energy costs by installing an energy-efficient cooling system with heat recovery function.

44. The International Atomic Energy Agency (IAEA) continued to assist African countries in the development of the human resources and technical capabilities required to assess energy needs and make accurate projections for the future. In June 2018, representatives of Member States and experts in energy planning, meeting in Vienna, discussed ways to enhance IAEA analytical tools for energy system analysis and planning for the development of sustainable energy strategies.

45. In collaboration with the Renewable Energy and Energy Efficiency Partnership, UNIDO is executing a project in South Africa on the cost-effective deployment of clean energy technologies in municipal waterworks. Financed by the European Union, the project is aimed at optimizing pumping and water treatment systems and installing renewable energy technologies in electricity generation. The National Cleaner Production Centre facilitated energy audits and conducted accredited energy training.

46. UNIDO has engaged in scaling up resource-efficient and cleaner production in business zones with a view to converting them into eco-industrial parks. Under a project funded by the Swiss State Secretariat for Economic Affairs, UNIDO conducted training workshops on resource-efficient and cleaner production concepts and company assessments in preparation for the establishment of eco-industrial parks in Egypt, Morocco, Nigeria and South Africa. UNIDO has also conducted international workshops on cleaner production in the leather and textile industries, supported by the Government of Turkey, which will continue for a further five years following the successful completion of an earlier project in 2017.

I. Environment

47. In partnership with the Center for Green Chemistry and Green Engineering at Yale University in the United States, UNIDO and the National Cleaner Production Centre in South Africa held a workshop in April 2018 at which participants reviewed the 12 principles of green chemistry that will enable scientists and engineers to devise innovative ways to reduce waste, conserve energy and replace hazardous substances. The Centre is currently developing university curricula on green chemistry. Under its Partnership for Action on Green Economy programme, UNIDO prepared a study on potential resource efficiency gains in the steel industry in Ghana; drawing on the experience of South Africa, the Government has prioritized resource efficiency in the steel and other sectors.

48. The United Nations Environment Programme, UNDP, FAO and UNIDO are collaborating on interventions that will strengthen the regional governance and ecosystem-based management of the Guinea Current large marine ecosystem. Approved for financing by the Global Environment Facility (GEF) in November 2017, the project is expected to enhance regional and national capacities in transboundary fisheries, biodiversity conservation and pollution reduction. With GEF funding, UNIDO is developing a project proposal to identify pollution hotspots in 16 West African countries that share the ecosystem.

49. UN-Habitat is assisting countries in the formulation of smart city master plans. Support to Rwanda is helping cities to adopt smart approaches that make use of opportunities for digitalization, clean energy and technologies, and innovative transport technologies, thereby boosting economic growth and enabling cities to improve service delivery while at the same time contributing to industrialization and sustainable national development. UNIDO is implementing a GEF-funded project in Côte d'Ivoire on sustainable urban planning and management in Abidjan, which is part of the Global Platform for Sustainable Cities led by the World Bank.

50. Under its programme on the transfer of environmentally sound technologies for the southern Mediterranean, UNIDO identified 362 resource-efficiency measures in Tunisian companies that could lead to a potential saving of €9.7 million annually. The Government of Japan funded a UNIDO project to introduce an environmentally friendly water sanitation system in Ethiopia, including the construction of 55,865 new water points and water supply schemes and the rehabilitation of 20,010 existing schemes in rural areas by 2020. In the Maghreb region, UNIDO is carrying out a

project backed by the United States Agency for International Development and the private sector to improve industrial and municipal wastewater management practices.

51. Under the Innovative Approaches for the Sound Management of Chemicals and Chemical Waste project, funded by the Swiss State Secretariat for Economic Affairs, the National Cleaner Production Centre in Egypt has distributed toolkits to some African countries. UNIDO prepared 20 innovative assessment reports, which identified options for the elimination of 1.3 million tons of chemicals of concern and almost 2 million tons of chemicals of high concern and lead to extensive reductions in hazardous waste, volatile organic compounds and electricity and water consumption. UNIDO has also assisted Egypt, through the Centre, in the assessment, promotion and dissemination of chemical leasing.

52. UNIDO has been actively engaged in the introduction of clean technologies and policy reform to minimize the use and discharge of mercury in waste and other industries. During the period under review, UNIDO ran workshops to assist African countries in the preparation of national action plans, as called for in the Minamata Convention on Mercury. UNIDO is currently assisting Burkina Faso, Côte d'Ivoire, Ghana, Mali, Mozambique, Nigeria and Senegal with their plans.

J. Climate change

53. Under the auspices of the Global Framework for Climate Services, the World Meteorological Organization (WMO) launched programmes to establish a national framework for climate services in Benin, Burkina Faso, Cameroon, Chad, the Congo, Côte d'Ivoire, Mali, Mauritania, the Niger and Senegal. The WMO Climate Risk and Early Warning Systems initiative, for the strengthening of meteorological, hydrological and climatological services, was extended to the Democratic Republic of the Congo in 2017. WMO also supported African least developed countries in strengthening their national meteorological and hydrological services to provide weather and climate services to key sectors of the economy. The programme derives its mandate from the Programme of Action for the Least Developed Countries for the Decade 2011–2020, in which the importance of productive capacity-building as an enabler for the development and graduation of least developed countries is underscored.

54. In cooperation with the United Nations Environment Programme, UNIDO continued to support efforts by African countries to meet their obligations under the Montreal Protocol on Substances that Deplete the Ozone Layer. Undertaken in cooperation with the Government of Japan and the respective national cleaner production centres, UNIDO is assisting Egypt, Kenya, Senegal and South Africa to put in place climate-resilient technologies. In Eritrea, Kenya, the United Republic of Tanzania and Zambia, UNIDO has been training technicians to replace substandard refrigerants. UNIDO assistance in the conversion of residential air-conditioning units to a sustainable technology enabled Algeria to launch its own production. In an ongoing pilot project in Tunisia, UNIDO is working with a supermarket chain to introduce transcritical carbon dioxide systems in the cooling and freezing of food products.

55. In fulfilment of its mandate to help States to comply with the Stockholm Convention on Persistent Organic Pollutants, UNIDO assisted in the review and updating of the national implementation plans of 29 countries in Africa. Under a project in Senegal, UNIDO is helping to reduce the release of persistent organic pollutants from hazardous and municipal waste. At the regional level, UNIDO is completing three GEF-funded projects on capacity strengthening and technical assistance for the execution of national implementation plans in least developed

countries within the ECOWAS, SADC and the Common Market for Eastern and Southern Africa subregions.

56. In Mauritius, a project was launched in November 2018 to reduce fossil fuel imports and accelerate the nation's shift to a low-carbon economy over a period of 20 years. Supported by UNDP and the Green Climate Fund, the eight-year project will support national goals to increase renewable energy to 35 per cent of the energy mix by 2025 and reduce carbon dioxide output by 4.3 million tons.

K. Information and communications technology

57. ECA initiated a pilot project to create an information and communications technology observatory in the SADC subregion. The project will link SADC States members using data on trade, commerce, infrastructure, investment and industrialization and has the potential to improve subregional trade and industrialization through the use of information and communications technology. The project is now in its second phase and plans are under way to replicate it in other regions.

58. In December 2017, a multi-stakeholder ITU-SADC workshop for SADC countries on bridging the digital innovation divide was held in Gaborone. Under the auspices of ITU, the World Summit on the Information Society Forum 2018 was held in March in Geneva. Africa was the focus of four dedicated workshops, including one on the continent's readiness for digital transformation. ITU organized a forum in Cairo on 6 May to explore the potential of artificial intelligence and the Internet of things, followed by a workshop on bridging the standardization gap. More than 4,000 participants explored ways to boost the African digital economy during the Transform Africa Summit, organized by Smart Africa in Kigali from 7 to 10 May.

59. IAEA has supported African countries in the safe application of nuclear science and technology for development by creating national capacities in radiation protection and nuclear and radiological safety and strengthening national radiation safety infrastructure. Assistance in nuclear knowledge management aims to improve knowledge-sharing in order to leverage technical capacities within Member States.

L. Outreach and global forums

60. In September 2017, a high-level event on the Decade was organized by ECA, the Office of the Special Adviser on Africa, UNIDO, the African Union Commission and AfDB on the margins of the seventy-second session of the General Assembly, entitled "From political commitments to actions on the ground". At a follow-up event, entitled "Helping Africa leapfrog its industrial development", held in November 2017 during the seventeenth session of the General Conference of UNIDO, in Vienna, participants explored key elements and best practices for partnerships to enhance the continent's industrialization within the framework of the Decade.

61. The Office of the Special Adviser on Africa continued to raise awareness of and advocate sustainable industrialization in Africa at the global level. In October 2017, the Office co-organized a high-level meeting, entitled "Financing Africa's infrastructure and agricultural development: inclusive growth for economic transformation", during Africa Week, in cooperation with ECA, the Department of Public Information, the African Union Commission, NEPAD and the African Peer Review Mechanism. The participants highlighted the critical role of sustainable industrialization for the structural transformation of Africa, including infrastructure

and agricultural development, and the meeting served as an advocacy event for the Decade.

62. In partnership with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, UNIDO hosted the seventh UNIDO Least Developed Countries Ministerial Conference in Vienna on 23 and 24 November 2017, on the theme "Building global partnerships: enhancing growth and inclusiveness in least developed countries". Participants discussed the crucial role of industrial development in the achievement of the goals and targets of the Istanbul Programme of Action. They adopted a ministerial declaration in which they recognized the importance of multi-stakeholder partnerships in the sustainable graduation of least developed countries. They also requested UNIDO to expand its Programme for Country Partnership model to other least developed countries.

63. In November 2017, UNIDO, in partnership with other common system agencies, government stakeholders and the African Union Commission, celebrated Africa Industrialization Day. Under the theme "African industrial development: a pre-condition for an effective and sustainable c ntinental free trade area", the event promoted the acceleration of sustainable industrial development in Africa.

M. Partnerships and resource mobilization

1. Partnerships

64. In accordance with General Assembly resolution 70/293, UNIDO is engaged in partnerships with public and private sector stakeholders in the implementation of its programmes and projects. Through its Programme for Country Partnership approach, UNIDO is working with the Governments of the first two African pilot countries, Ethiopia and Senegal, as well as other stakeholders, to support the creation of agro-industrial development and industrial parks in the two countries (see paras. 35 and 36). UNIDO is working to expand the approach to other African countries.

65. On 21 May 2018, UNIDO and AfDB signed a memorandum of understanding for closer collaboration on key Decade priority areas, including agro-industry development, the circular economy, eco-industrial parks, investment in innovation and technology, enterprise development, trade and capacity-building and access to finance. The memorandum takes into account the AfDB industrialization strategy for Africa, covering the period 2016–2025, which resulted from its collaborative work with UNIDO and ECA. The memorandum was signed during the fifty-third annual meeting of the Board of Governors of AfDB, held in Busan, Republic of Korea, from 23 to 25 May, under the theme "Accelerating Africa's industrialization". The memorandum is in line with objectives set in Agenda 2063, the Decade, the 2030 Agenda and the Group of 20 initiative on supporting industrialization in Africa and least developed countries.

66. Activities carried out under the China-Africa cooperation framework included the convening of the third Investing in Africa Forum, held in Dakar on 25 and 26 September 2017. The World Bank Group, the Government of Senegal, the Ministry of Finance of China and the China Development Bank jointly organized the event, which was attended by more than 400 participants. A broad consensus was reached on areas such as the resolution of energy bottlenecks in Africa, agriculture and agricultural industrialization, information and communications technology and leapfrog development. During the Forum, relevant parties signed 13 cooperation agreements. The World Bank Group and the China Development Bank collaborated on a report entitled *Leapfrogging: The Key to Africa's Development? From Constraints to Investment Opportunities*, prepared for the Forum.

67. The World Bank Group supports flagship initiatives by the African Union Commission to promote industrial development on the continent. It also works in cooperation with specialized agencies of the United Nations system and other development partners working towards the objectives of the Decade.

68. Within the framework of the Tokyo International Conference on African Development, organized by the Government of Japan, the Office of the Special Adviser on Africa, UNDP, the African Union Commission and the World Bank Group, a ministerial meeting was held in Maputo on 24 and 25 August 2017. Discussions focused on progress made regarding the Nairobi Declaration and implementation plan, adopted during the sixth Tokyo International Conference on African Development, held in Nairobi in August 2016. On 3 and 4 May 2018, a Japan-Africa public-private forum was held in Johannesburg, bringing together some 2,000 participants. It provided an opportunity for dialogue between representatives of the African and Japanese private sectors. Discussions centred on opportunities and challenges for collaboration between Japan and Africa, energy and infrastructure enhancement and new frontiers for business.

69. Within the European Union-Africa cooperation framework, the European Union provided financial assistance for establishing the African Continental Free Trade Area and developing an action plan for boosting intra-Africa trade, as well as in a number of other key areas. In a joint declaration adopted at the fifth African Union-European Union summit meeting, in 2017, European and African leaders outlined common priorities for partnership in the areas of economic opportunities for young people, peace and security, mobility and migration and cooperation on governance.

70. The establishment of an implementation coordination unit for the accelerated industrial development of Africa, which will receive technical and financial support from UNIDO during its first two years, is expected to enhance the capacities of the Department of Trade and Industry of the African Union Commission. It will coordinate and support the programmes of the African (Accelerated) Agribusiness and Agro-industries Development Initiative and other continental frameworks that are focused on promoting inclusive and sustainable industrial development in Africa. In March 2018, UNIDO signed a new memorandum of understanding with the African Union to strengthen cooperation in line with Agenda 2063.

71. ECA undertook a subregional mapping exercise of existing laws, policies and regulations on infrastructure investment in collaboration with the regional economic communities and the NEPAD Planning and Coordinating Agency. At the request of African Heads of State, ECA issued the Programme for Infrastructure Development in Africa model law, which was endorsed in January 2018 by the Assembly of the African Union.

72. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, in collaboration with the African Union Commission, is working on a project to raise awareness among States about the implications of e-commerce. The project will help them to develop a comprehensive strategy to adopt digitally enabled trade and industrial policies. It is expected to lead to the development of an African Union programme of action to support African countries in reaping the benefits of e-commerce, which is closely associated with the digital industrial revolution.

2. Resource mobilization

73. The United Nations system continued to collaborate with development finance institutions and stakeholders to increase the effect on development of technical assistance. The World Bank Group is working with African countries under the Group of 20 compact with Africa to frame agendas to support private investment and

increased private sector activity. The International Finance Corporation, as the Group's private sector arm, supports firms engaged in productive enterprises with a focus on small and medium-sized enterprises, including those owned by women. Resources also continued to be leveraged through other cooperation modalities, including the European Union-Africa, Japan-Africa and China-Africa cooperation frameworks.

74. The New Development Bank, founded by Brazil, China, India, the Russian Federation and South Africa, funded projects in Africa on green industry and other priority areas. India supported the establishment of a regional centre in South Africa in August 2017 to provide a platform for cooperation between the Bank and AfDB.

75. A European Union-Africa business forum was held in Abidjan, Côte d'Ivoire, in November 2017. It provided an opportunity for more than 1,000 business leaders and investors from Africa and Europe to discuss ways to stimulate investments in key sectors in Africa. A forum to encourage resource mobilization is one event planned by the European Investment Bank for Africa Day in November 2018. Co-organized by UNIDO, the focus will be on sustainable industrialization.

76. In March 2018, UNIDO organized the second International Agro-Industry Investment Forum, in partnership with the Government of Ethiopia. The forum mobilized private investment in light manufacturing, focusing on sectors with high growth potential. An agribusiness investment forum was held in Rome in July 2017, on the margins of a meeting of European Union and African Union ministers of agriculture on making sustainable agriculture a future for youth in Africa. The participants looked at ways to minimize the risk of investments in agrifood chains and discussed the newly formed European Union External Investment Plan and other innovative financing mechanisms available to investors.

77. Stakeholders continued to explore innovative resource mobilization approaches to support development efforts in Africa. The International Organization for Migration and the African Union developed a project to engage the African diaspora in the economic development of the continent. The project will support States members of the African Union in mapping their respective diaspora in order to create links with potential investment sectors. Migrant remittances play a vital role in transforming rural economies into urban and industrial sectors.

N. South-South cooperation

78. The Office for South-South Cooperation organized a capacity-building workshop on South-South and triangular cooperation for sustainable development, held in Maputo in August 2017. Supported by UNDP, the technical workshop fostered a shared understanding of action required to strengthen South-South cooperation in ways that would serve the sustainable development objectives of the countries of the South.

79. Agreement was reached on the establishment of the Technology Bank for Least Developed Countries, in line with General Assembly resolution 71/251. The agreement marks an important milestone in global efforts to strengthen science, technology and innovation capacity in least developed countries. The Bank was inaugurated on 4 June 2018 at its headquarters in Gebze, Turkey. During its first year of operation, the Bank will focus on the preparation of science, technology and innovation needs assessments and on promoting digital access to research and technical knowledge in selected least developed countries. The Bank will be financed by voluntary contributions from States Members of the United Nations and other stakeholders.

80. During the eighth meeting of the India-Brazil-South Africa Trilateral Ministerial Commission, in October 2017, the Ministers for Foreign Affairs of the three countries signed a trust fund agreement to ensure the continuity of their contributions to the

India, Brazil and South Africa Facility for Poverty and Hunger Alleviation, which is managed by the Office for South-South Cooperation.

81. An ITC trade and investment project on supporting Indian trade and investment for Africa covers the pulses, textiles and cotton and leather sectors. It responds to the challenges that Ethiopia, Kenya, Rwanda, Uganda and the United Republic of Tanzania face in increasing and diversifying their trade and market linkages. Funded by the Department for International Development of the United Kingdom, the project is aimed at increasing the value of business transactions between India and East Africa by creating productive capacities and enhancing incomes.

III. Cross-cutting issues

A. Integration of women in industrial development

82. Implemented by UNIDO with funding from Italy, the first phase of a three-year project to enhance the economic inclusion of women in the Middle East and North Africa region drew to a successful conclusion in May 2018. The project strengthened regional and national networks of women's business consortiums in Algeria, Morocco and Tunisia, opened entrepreneurial opportunities and provided access to finance and markets. Some 280 women received assistance in business formulation. UNIDO, in cooperation with UN-Women and FAO, developed a second phase of the project that will leverage each partner's respective expertise, especially in policy and advocacy, to help to advance the economic empowerment of women.

83. A creative industry project provided vulnerable women in Madagascar with the skills to increase their revenue and at the same time contribute to the national economy. Funded by the Government of Norway, the UNIDO-implemented project enabled weavers to raise their income from less than $1 to $3 a day. The project extended the "Tsara" label from fabrics to woven chairs, bags, tables and mats, all made using local materials. Orders for products have been received from Italy and Switzerland. The first students with a master's degree in design will graduate at the end of 2018.

84. In November 2017, the World Intellectual Property Organization, in partnership with the Japan Patent Office, organized a regional forum on innovation and intellectual property as engines for competitive agribusiness. The forum, which was held in Casablanca, Morocco, provided a platform for women in agricultural research and agribusiness in Africa to discuss, among other things, the effective use of intellectual property systems for economic development.

B. Youth employment

85. The UNIDO-managed Learning and Knowledge Development Facility, a platform that promotes industrial skills development among young people, is currently engaged in 10 public-private development partnerships. With support from the Swedish International Development Cooperation Agency and a Swedish multinational manufacturing company, 420 young men and women in Zambia are following courses in engineering and applied sciences at a newly upgraded training centre. Students in Morocco are learning new industrial and municipal water management techniques through augmented reality technology. The World Bank and UNIDO collaborated in Ethiopia to increase female enrolment in male-dominated vocational training courses.

86. The ITC Gambia Youth Empowerment Programme unveiled a road map on 16 May 2018 to improve skills, foster entrepreneurship and create employment in an

effort to tackle the root causes of irregular migration. The programme is on track to achieve its objectives of creating 4,000 jobs, improving the skills of 4,000 young people and helping a further 4,000 more to obtain access to finance. The project has engaged more than 20 implementing partners in line with the ITC undertaking to build on existing structures and deploy available expertise.

87. UNOPS is carrying out a project that addresses the high rate of unemployment among young graduates in Tunisia, focusing on the creation of green jobs. Microfinance support is available to young people who wish to set up their own green or clean technology company.

88. In line with the African Union Roadmap on Harnessing the Demographic Dividend through Investments in Youth, the United Nations Population Fund has supported 14 countries in East and Southern Africa in the development of national demographic profiles that led to investments in youth employment, education and empowerment.

IV. Conclusions and recommendations

89. The achievement of the vision for the Decade requires the transformation of African countries into competitive industrial production locations. A restructuring and diversification of their economies will set them on the path to sustained growth. In order to increase its overall GDP per capita over the coming 10 years, Africa needs to draw on a range of strategies and partnerships, build strong institutions and create a viable investment climate. Ideally, international efforts should concentrate on programmes and projects that will lead to self-reliance, self-sustainment and inclusiveness, through inclusive and sustainable industrial development. The successful implementation of the Decade calls for government ownership and leadership; a strengthened enabling business environment; prioritization of sectors with high potential for growth and poverty reduction; and strong partnerships for financial and non-financial resource mobilization.

90. Predictions that the value of food consumption in Africa will triple in the coming 30 years underscore the need to strengthen the continent's agro-industries through the higher value addition of natural resources and trade capacity-building. Stronger linkages between farmers and agro-industry and tighter clusters of small producers can enhance supply-chain efficiencies, improve access to local and global markets and increase income. Linking agribusiness with tourism can generate social and economic returns, especially in rural areas.

91. Skills development in Africa must be tailored to the demands of prevailing labour markets. Support from donor countries in the form of funding, technical equipment and capital and linkages between school-based vocational education and regional and international employers would strengthen local human capital. Future industrial development will require a workforce that can take advantage of new technologies and innovations as well as entrepreneurs who are able to compete in international markets.

92. Financial and non-financial resources are critical to the Decade's success. The international community, including the United Nations system, should continue to forge new partnerships for financial and non-financial resource mobilization. Regular consultations between partners involved in the implementation of the Decade will contribute to its effectiveness and efficiency. The international community is urged to strengthen its financial support and the convergence of official development aid flows and investments along a specific,

country-owned industrial policy direction to ensure effective and a meaningful development impact.